



**Innovative Edge, Inc.**

Increasing effectiveness, performance  
and resilience in people at the heart of  
organizations.  
www.getcoherent.com

*“I’ve significantly improved in seeing others far more clearly than before. I’m more patient and understanding yet know more clearly where to be firm. One of the ways my performance has improved is that I am more organized in my thoughts and I’m less reactive.” - Sr. Vice President, Global Services Company*

*“The stress level has gone up around here and at the same time I am more calm and focused. I have been able to remove the negative emotions and feelings during stressful situations that tended to cloud the logical thought process. This shortens the length of time I spend on a project, leaving more time for other projects.” - Marketing Director, Int’l Mfg. Company*

## Who Should Attend:

- Leaders, Executives
- Sr. Managers and Directors
- Change Management Leaders
- Quality Improvement Directors
- Team Leaders
- Organizational Development Professionals
- Human Resource Professionals
- Employee Development Professionals
- Wellness Directors
- Educators
- Staff desirous of learning tools to create higher degrees of effectiveness, improve leadership, build resilience.

# Leadership Effectiveness through Emotional Intelligence

*The Differentiating Competence in Leadership  
Effectiveness and Managing Change*  
including the Inner Quality Management® tools

Emotional Competence enables leaders to:

- Act, not react
- Manage well under pressure
- Lead and manage change more fluidly
- Communicate more effectively
- Sustain and model resilience and agility
- Influence effectively
- Make effective decisions
- Think creatively
- Demonstrate leadership qualities and styles that increase employee engagement and build organizational capacity for peak performance

*In study after study, productivity has been shown to double and even triple with the development of Emotional Intelligence.*

*For star performance in all jobs, in every field, emotional competence is twice as important as purely cognitive abilities. For success at the highest levels, in leadership positions, emotional competence accounts for virtually the entire advantage.*

Studies of 15 global companies and the U.S. Government reported by Daniel Goleman, Ph.D., author, *Working With Emotional Intelligence*.

*“The aptitudes you need to succeed start with intellectual horsepower -- but people need emotional competence, too, to get the full potential of their talents. The reason we don’t get people’s full potential is emotional incompetence.” - Doug Lennick, Executive V.P. at American Express Financial Advisors, quoted in Working With Emotional Intelligence by Daniel Goleman, Ph.D.*

**Multi-component program:**

**DATES: To Be Scheduled - multiple dates over several weeks for sustained, integrated learning**

**Location: South Florida**

**Hosted by: To be selected**

# Emotional Intelligence: the Differentiating Competence in Leadership Effectiveness

## Why Develop EI?

Research reveals Emotional Intelligence is the hidden ingredient in star performance, and the best predictor of success.

## Why is this important for leaders?

For success in leadership positions, research demonstrates that emotional competence accounts for virtually the entire advantage.

*“When I compared star performers with average ones in senior leadership positions, nearly 90% of the difference in their profiles was attributable to emotional intelligence factors rather than cognitive abilities.”* Daniel Goleman, *What Makes a Leader?* Harvard Business Review, from research at 200 large global companies.

Leaders influence others in one of two directions: *Toward* positive actions and behaviors for themselves and the organization’s mission, or, *away from* actions and behaviors for success. There is no neutral. There is no middle ground. There are differentiating attributes in leaders that consistently result in a positive, high-value direction.

*“We found that of all the elements affecting bottom-line performance, the importance of the leader’s mood and its attendant behaviors are most surprising. That powerful pair set off a chain reaction: The leader’s mood and behaviors drive the moods and behaviors of everyone else.”*

*“Moods that start at the top tend to move the fastest because everyone watches the boss. They take their emotional cues from him (or her). Even when the boss isn’t highly visible - for example, the CEO who works behind closed doors on an upper floor - his attitude affects the moods of his direct reports, and a domino effect ripples throughout the company.”* - Daniel Goleman, Richard Boyatzis, Annie McKee, *Primal Leadership, The Hidden Driver of Great Performance*, Harvard Business Review, Dec. 2001

## Why Now?

Organizations today are in the grip of continuous change. The new economy has ushered in an era of unprecedented change and transformation. Restructuring, reorganization, re-engineering, increasingly demanding customers, continuous improvement, information overload - uncertainty about the future; we are experiencing the most complex working environment in history. Every day employees face greater pressures and challenges than ever before.

*“We’re just beginning to realize how economically valuable emotions are, and it’s clear that they’re largely out of control. Analysts have started to downgrade companies - such as Walmart and the Home Depot - whose cultures, they believe, are eroding, even if their earnings are holding up.”* - Marcus Buckingham (author of *First Break All the Rules*), “Idea Fest,” *Fast Company*, Jan. 2003.

Ok, we’re not telling you anything new . . . you’ve seen it in your own environment. But perhaps you haven’t considered the latest research on human response to these factors.

Research in the field of Neuroscience has revealed that when a person is experiencing stressful emotions such as uncertainty, fear, frustration or anxiety, all neural action (learning, memory, cognition and problem-solving) is adversely affected. Our brains become less efficient in accessing creative or strategic thinking. Emotions can literally create a desynchronization in brain function, affecting performance at all levels.

## What’s it costing you?

Science has proven that as pressure and stress increase, our capacity to perform (**think rationally and intelligently**) is compromised. Core competencies can collapse in a heartbeat.

- Perceptions become skewed and emotional reactivity is displayed
- Ineffective (often reactive) decision making increases
- Strategic perspective is lost
- Communication breakdowns occur and teamwork is fractured
- Effective listening is compromised
- Internal and external customer service quality is adversely affected
- Stamina and energy are depleted
- The fuel of optimism and positivity goes dry
- Quality breaks down in a domino effect: loss of focus, lowered productivity, higher inefficiency, low morale, higher turnover and absenteeism, poor customer service, increased costs, lower profits and shareholder value.

## Sound familiar?

### New traits are needed to thrive and succeed.

Competencies manifested in star performers include: Adaptability, Resilience, Optimism, Self-motivation, Self-confidence, Self-control, Initiative, Intuition, Effective listening, Leadership, Influence, Collaboration, Teamwork, Conflict resolution, Developing others, and Service orientation.

This is Emotional Intelligence.

## What can you do?

This program teaches leaders and teams highly-effective approaches and scientifically-validated tools to **improve and sustain high performance without drain and burnout. . . .** and it can be measured.



*This data is from an organization which completed the comprehensive in-house training and coaching program. This program shows measurable and sustained improvements in the performance, health and emotional intelligence of the participants, in as little as 60 days.*

## What's unique about this program:

- ◆ **Tools - not just theory and assessment.** This program goes beyond “why”, assessment and theory and teaches the “how to.” During interactive group workshop and coaching sessions you will learn and practice practical tools. Assessment is extremely valuable, and you will receive one; however, assessment without learning how to close any gaps is frustrating.
- ◆ **You meet individually with facilitator/coach** and utilize our Individual Goals and Progress Journal to identify your specific goals and objectives for what you want to achieve in applying what you learn in this program.
- ◆ **Multiple workshop days** enable you to learn, return to workplace and practice, and come back for sustainable next-level integrated learning.
- ◆ **Individualized coaching sessions** enable you to fine-tune your application of what you are learning and measure your progress.

## How You Will Benefit - Learning Outcomes:

- **Understand what Emotional Intelligence is and is not.** Understand how EI affects productivity, communication, organizational climate, employee engagement, teamwork, customer satisfaction and health.
- **Understand 5 competencies of Emotional Intelligence and the related behavioral skills and outcomes.** Identify and apply specific competencies and behaviors that will enhance your performance.
- Learn tools to **build proficiency in selected EI competencies** that are demonstrated through research to underpin success and performance excellence and enable you to achieve the best outcomes as a leader.
- **Learn the latest findings from neuroscience** on emotions and their impact on perception, brain function, decision-making and health; understand the implications for individual and organizational performance.

### Understand and manage yourself better:

- **Increase your awareness and understanding of the internal states you experience and how your motivations, behavior and decisions are influenced.** Understand the science of “inner coherence” and the qualitative and quantitative impact on your performance capacity.
- Understand the role of EI in **effectively managing and responding to change or uncertainty.** Learn to **manage the complexity** of an environment of change and create and influence proactive, efficient responses.
- **Improve effectiveness in recognizing, understanding and constructively managing emotions in yourself and others.** Learn to prevent emotions from hijacking your ability to think clearly during personal and workplace challenges. Learn and apply scientifically-validated in-the-moment tools to reduce emotional reactivity and improve self-control.
- **Build resiliency: Reduce fatigue and burnout.** Learn in-the-moment, real-time tools to **rapidly recover from stressful events and reduce feelings of overwhelm, frustration, anger or anxiety.** Strengthen the ability to perform well and consistently in spite of stress and challenges.
- **Improve effectiveness in decision-making.** Experience more satisfaction with the outcomes of your decisions, with less second-guessing and fewer “in hindsight, if only I had thought about” regrets.
- **Improve focus; manage priorities more effectively.** Learn to re-direct your focus to strategic awareness when distracted by short-term pressures.
- **Use the Inner Balance™** App to instantly see and regulate how your thoughts and emotions affect your nervous system and heart rate variability, a key measure of autonomic nervous system balance and emotional management.

### Understand others better and improve relationships:

- Achieve better results in leading and working with others. **Learn techniques to improve leadership, teamwork and organizational climate.**
- **Learn tools for more effective listening and communication,** especially in difficult situations. Constructively resolve conflicts and differences.
- **Identify what you can do to positively impact the climate and culture of your team, department and organization, building trust and improving employee engagement and retention.**

## ESCI™ - Emotional and Social Competence Inventory\*

The ESCI is a multirater 360° feedback instrument that assesses 12 competencies -- a series of research-validated behaviors that profile emotional intelligence. The ESCI indicates the specific emotional competencies where development is needed to enhance your emotional intelligence and overall performance. This assessment tool provides precise and focused feedback about individual strengths and areas for improvement.

In addition to your self-assessment, the ESCI incorporates responses from people you select to provide feedback. Unlimited providers include peers, managers, direct reports and others. Administered on-line.

\*included in Level 2, 3 participant package. ESCI™ and Emotional and Social Competence Inventory are trademarks of Hay Group Inc.

## Research: Performance and EI

New and compelling research in neuroscience provides greater insight into how our brains operate and affect decision making, behavior, relationships with others, and performance. Studies have proven that business performance is critically dependent upon the individual's ability to successfully manage themselves, their behavior and their relationships.

According to research conducted by Hay/McBer, Daniel Goleman, Ph.D. author of *Emotional Intelligence* and *Working With Emotional Intelligence*, Richard Boyatzis, Ph.D. and others:

- Emotional Intelligence is found to be twice as important as any other factor in predicting outstanding employee performance, accounting for more than 85% of star performance in top leaders.
- Emotional Intelligence has a major impact on organizational performance, doubling and even tripling productivity, and greatly improving bottom-line results.
- Emotional Intelligence can be developed and enhanced through assessment, behavioral training and coaching.

In a well-known study by Richard Boyatzis at Weatherhead School of Management/Case Western Reserve University, of 2000+ executives, middle managers and supervisors from 12 different organizations, it was found that of the 16 abilities that distinguished stars from average performers, all but 2 were emotional competencies.

A larger analysis duplicated these results when the distinctive qualities of star performers were examined across 286 organizations. Two-thirds of the staff was in the US and one-half in 20 other countries. Of 21 generic competencies, all but 3 were based on emotional intelligence. Of the other 3 purely cognitive competencies, 2 were intellectual: analytic skills and conceptual thinking. The third was technical expertise. The vast majority - more than 80% - of general competencies that distinguished superior from average performers depend on emotional intelligence. Lyle Spencer, Jr. at Hay/McBer

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"Many theorists think of learning from a purely cognitive viewpoint, but if you ask successful people to reflect on how they learned what they currently know, they'll tell you: 'We learned most all we know from and with each other.' That takes social intelligence, not just cognitive ability. Many people have trouble because they don't understand how you become part of a human situation, part of a relationship. It's easy to focus on cognitive ability and ignore social intelligence. But it's when you bring those together that you can create magic."  
- John Seely Brown, Chief Scientist at Xerox

### Emotional Competence Framework

	Self (Personal Competence)	Others (Social Competence)
Awareness	<b>Self-Awareness</b> <ul style="list-style-type: none"> <li>Emotional self-awareness</li> <li>Accurate self-assessment</li> <li>Self-confidence</li> <li>Intuition</li> </ul>	<b>Social Awareness</b> <ul style="list-style-type: none"> <li>Empathy; Understanding others</li> <li>Attunement</li> <li>Service orientation</li> <li>Social cognition</li> <li>Organizational/political awareness</li> <li>Leveraging diversity</li> </ul>
Actions	<b>Self-Management</b> <ul style="list-style-type: none"> <li>Emotional self-control</li> <li>Adaptability &amp; flexibility</li> <li>Resilience</li> <li>Effectiveness under pressure</li> <li>Transparency</li> <li>Authenticity &amp; intentionality</li> <li>Conscientiousness; accountability</li> <li>Innovation</li> </ul> <b>Self-Motivation</b> <ul style="list-style-type: none"> <li>Achievement orientation; A drive for excellence</li> <li>Initiative</li> <li>Optimism; positive outlook</li> <li>Commitment to goals</li> </ul>	<b>Relationship Management</b> <ul style="list-style-type: none"> <li>Social Skills</li> <li>Developing others; coaching &amp; mentoring</li> <li>Communication</li> <li>Conflict management</li> <li>Leadership; inspirational, visionary</li> <li>Catalyzing change</li> <li>Influence</li> <li>Building bonds &amp; relationships</li> <li>Teamwork &amp; collaboration</li> </ul>

Adapted from the Emotional Competence Framework of Daniel Goleman, PhD

### Research: Put Your Heart Into It

Building on cutting-edge research from neurocardiology and cardiovascular medicine, the Institute of HeartMath has spent three decades developing and testing scientifically-validated tools which produce optimal physiological and psychological states.

Their extensively tested real-time tools and interactive technologies facilitate perception management that greatly enhances the ability to bring healthy emotional self-management and resilience into an attainable reality.

- The application of HeartMath's Inner Quality Management® tools produces significant changes in behavior, emotional intelligence and physiological health. Case study data has been steadily collected, proving that measurable improvements in productivity rapidly follow. You will learn 4 powerful IQM® tools in this program.
- You will receive the Inner Balance™ App to see and self-regulate how your thoughts and emotions instantly affect your nervous system and Heart Rate Variability, a key measure of autonomic nervous system balance and emotional management. Watch your coherence ratios increase in real time.

"The background physiology and the science underpinning this technique [HeartMath] are absolutely sound, which is why we went ahead with pilot studies at Shell. Seeing a self-induced change in their own heart rhythms impressed the company's otherwise skeptical engineers." Dr. Graham Bridgewood, Chief Medical Officer, Shell International (U.K.)

This research is published in peer-reviewed journals, including the Journal for Advancement in Medicine, Amer. Journal of Cardiology, Journal of Stress Medicine.

IQM and Inner Quality Management are registered trademarks of Institute of HeartMath.

Inner Balance is trademark of Quantum Intech.

### Comments from Participants:

"We attended another EI workshop. It was 2 days and we did learn about EI, but your program gave us what we needed to actually improve and use EI. The personal coaching and tools have been invaluable. There is no comparison. Thank you." - Sr. V.P. Finance

"My communication skills in difficult situations have improved." - Division Director

"I have improved my thought processes and prioritization." - Senior Engineer

"I've improved my patience. I really listen more to what people say and consider their motivation. As a manager, this has strengthened my relationships with the people in my department." - Sr. Product Development Mgr.

"I've improved my mental clarity and focus. I know better how to prioritize, what to focus on, what is really important and what is not." - Manager

"My ability to influence others has improved. Other people are starting to gravitate toward me and ask for my expertise." - Program Manager

"I've improved my ability to motivate others. Co-workers are commenting on my improved teamwork." - Sr. Product Development Mgr.

"My productivity, leadership and mental clarity have all improved significantly." - Director

"My listening skills have improved. I am less reactive and feel more effective as a listener." - Consultant

"I have been able to remove the negative emotions and feelings during stressful situations that tended to cloud the logical thought process. This shortens the length of time I spend on a project, leaving more time for other projects." - Marketing Director

"I've improved in thinking clearly during escalating periods of tension and I experience fewer moments of impasse." - Sr. Manager

"Relationships with my employees has improved significantly due to my having a better understanding of their perceptions and perspectives." - Chief Information Officer

"My self-motivation and resilience have improved because I am taking the initiative in what needs to get done so my job is smoother. I'm no longer waiting for someone else to point the way." - Supervisor



Facilitated by: April Frank founder and President of Innovative Edge, Inc., providing applied Emotional Intelligence development programs since 1997. Accredited by Hay/McBer in administration of Emotional & Social Competency Inventory (ESCI).

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